



Manager Reference Guide

TABLE OF CONTENTS

Purpose.....	1
Program Course Listing.....	1
Tips for Using Workforce Enhancement Program Resources.....	2
Effective Goal Setting and Follow-Through.....	3
Building and Maintaining a Results-Oriented Culture.....	4
Problem Solving Strategies	5
Project Management for Non Project Managers	6
Coaching, Evaluating, and Delivering Constructive Feedback	7
Workforce Analytics.....	8
Business Process Redesign	9
Strategic Workforce Planning and Succession Planning.....	10
Becoming a Human Resources Business Partner	11
Leadership Development Program for Senior Management	12
Scheduling Information.....	13

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<p>Purpose</p>	<p>New learning opportunities for all Executive Department employees are being offered through the MassHR Workforce Enhancement Program. These opportunities were selected and developed based in part on feedback from the MassHR Employee Survey. Managers, Leaders, and HR Professionals will find courses that provide knowledge and skills to increase their effectiveness.</p>
<p>Program Course Listing</p>	<ul style="list-style-type: none"> ■ Effective Goal Setting and Follow-Through provides techniques for setting effective SMART goals, enabling employees to measure and meet their objectives in the new results-oriented culture. ■ Building and Maintaining a Results-Oriented Culture facilitates enhanced Agency performance management through building a culture where the focus is on outcomes, accountability and excellence. ■ Problem Solving Strategies details methods of critical thinking and managing group conflict that will be valuable for troubleshooting in a wide range of situations. ■ The Project Management for Non-Project Managers eLearning course outlines fundamental leadership and organizational skills required to effectively manage aspects of projects including time management, project planning, allocation of resources, and implementation. ■ Coaching, Evaluating, and Delivering Constructive Feedback is an email-based learning series with job aids and activities for managers designed to improve supervisory relationships using coaching feedback techniques. This series will be expanded to include supervisors in FY 14. ■ The Leadership Development Program for Senior Management challenges agency executives to excel within a framework that emphasizes leading change, building collaboration and influence, and fostering entrepreneurship and directing high performing teams. ■ Workforce Analytics illustrates how HR and Budget professionals can build a strong business case with analytics to inform strategic workforce decisions related to hiring, training and succession planning. ■ In Business Process Redesign prepares participants to analyze “As-Is” business processes and design “To-Be” processes, taking into consideration change management. ■ Strategic Workforce Planning and Succession Planning provides HR professionals with an understanding of workforce planning (aligning priorities of the organization with workforce needs) and succession planning (identifying and developing internal resources to fill key positions). ■ Becoming a Human Resources Business Partner explores the new HR Business Partner (HRBP) role: expectations, responsibilities and considerations for success when working closely with Leadership and other managers.

**Tips for Using
Workforce
Enhancement
Program
Resources**

An essential responsibility of your role as a manager or supervisor is to facilitate development of your and your staff. Carefully selecting the appropriate MassHR Workforce Enhancement Program offerings for you and your staff will yield the maximum return on investment in terms of knowledge and development of new skills.

Connect the training selection to the employee’s job and work objectives. Identify training that will provide your staff with practical skills they can immediately apply in the workplace. Select training that is relevant to the work staff are doing today, and will help them assume new responsibilities. Choose training that supports employees’ interests in relation to career growth. Compare the learning objectives of the Workforce Enhancement Program courses with an employee’s needs and prioritize the best matches.

Create a context for training and development. Explain to your staff why learning new information and improving skills is relevant and necessary. Make certain employees understand the link between the training and their job responsibilities. You can enhance the impact of the learning even further if employees see the link between the training and their ability to contribute to goals of both their work unit and Agency.

Development is a shared responsibility between the manager or supervisor and employee. Your staff must know and understand that they have the primary ownership for seeking opportunities to develop their skills and knowledge. Your responsibility as a supervisor is to assess, inform, refer, and guide. Be clear that you expect staff to fully participate in the courses and implement what they learned after the training. Recognize their professional development activities and the impact (if any) on their performance not only in their annual performance evaluation (ACES or EPRS) but in a conversation after the training has been completed. Suggested applications are provided for each topic in this Guide.

**Course
Description**

Effective Goal Setting and Follow-Through

This workshop provides information on setting goals that will be useful to everyone. Participants will develop goals with a systematic evidence-based approach and will understand how to apply these techniques and principles to work and everyday life.

There are many benefits of goal setting: more effective time management, increased productivity, and managed performance expectations. The course focuses on prioritizing your workload, discussing your goals with your Manager or Supervisor, and creating a goal-setting action plan.

Learning objectives

- Describe the process for effectively setting goals
- Write SMART goals (Specific, Measurable, Attainable, Relevant, and Time bound)
- Partner with your manager or supervisor to set goals
- Develop and own a goal-driven action plan
- Use questions to effectively prioritize goals

Tools to apply to your job

- Develop your performance goals, work unit goals, and project goals
- Improve your performance through better prioritization and action planning

Audience

All employees.

Format

Classroom, 3 hours.

Access

Register in PACE. Use the keyword “smart” in the search box in the PACE Course Catalog

**Course
Description**

Building and Maintaining a Results-Oriented Culture

The workshop provides participants with an understanding of what it means to thrive in a culture where the focus is on outcomes, accountability and excellence. Participants will learn about the link between business objectives and team goals in addition to the organizational and personal benefits of a results-oriented culture. Common barriers to implementing a results-oriented culture and case scenarios will also be discussed.

Participants in this workshop will see their performance from a goal-oriented perspective and understand how this can help the overall performance of their Agencies and work units. An orientation to results will benefit everyone.

Learning objectives

- Define results-oriented culture
- Identify the benefits of a results-oriented culture
- Identify barriers to achieving results-oriented culture
- Understand how to build individual goals that align to the organization's strategic goals

Tools to apply to your job

- Enhance your participation in setting work unit goals and objectives
- Connect your specific role and performance expectations to work unit goals

Audience

All employees.

Format

Classroom, 4 hours.

Access

Register in PACE. Use the keyword "results" in the search box in the PACE Course Catalog.

Course Description

Problem Solving Strategies

The Problem Solving Strategies eLearning course features a number of critical thinking techniques that are useful for everyday problem solving. The course is valuable for a wide range of employees, including managers.

The course presents a multi-step approach to developing viable solutions to identified issues. You will learn how to proactively engage in problem solving, manage group conflict, think logically and apply a step-by-step problem solving process within a variety of situations. The course includes Commonwealth-specific scenarios and practice examples to help sharpen workplace problem solving.

Learning objectives

- Identify issues and problems proactively
- Analyze the underlying causes of problems by using critical-thinking skills
- Manage conflict on a team and encourage resolution
- Apply a step-by-step problem solving process to select and implement an appropriate solution

Tools to apply to your job

- Identify a problem and apply structured problem solving techniques to reach a practical and effective solution

Audience

All employees.

Format

eLearning, approximately 2.5 hours

Access

Available in PACE. Use the keyword “solving” in the search box in the PACE Course Catalog.

Course Description

Project Management for Non-Project Managers

This eLearning course is intended for Non-Project Managers, defined as individuals who are managing small to medium sized projects and who do not have formal project management training. The course is also valuable for employees who are project team members, even if they are not directly responsible for managing the project.

Participants will learn about time management, project planning, resource allocation, and using project management tools and implementing established project management processes. Note this is not a formal project management certification program. Instead it aims to provide general knowledge of project management basics that would be useful in a range of project situations, large and small.

Learning objectives

- Define project management
- Describe the soft skills required to manage a project
- Categorize the stages of project management
- Identify the activities and tasks in the Initiation stage, Planning stage, Executing and Controlling stage and Closure stage
- Identify common project challenges and ways to address them
- Explain the tools and templates used to initiate, plan, execute, monitor and close a project successfully

Tools to apply to your job

- Participate as a project team member
- Initiate, plan, and manage a work unit project

Audience

All employees. Employees leading a project or participating on a project team (or expected to lead or participate in a project in the next 12 months) will find this course especially helpful.

Format

eLearning, approximately 3.5 hours. Available in PACE.

Access

Available in PACE. Use the keyword "projects" in the search box in the PACE Course Catalog.

**Course
Description**

Coaching, Evaluating, and Delivering Constructive Feedback

The **Coaching, Evaluating, and Delivering Constructive Feedback** program uses an email-based learning approach to improve communication in supervisory relationships. A series of emails is sent to you as a manager. Each message contains educational information, techniques and activities to implement on the job.

Coaching, Evaluating, and Delivering Constructive Feedback is designed to deliver valuable professional development tools and information to Commonwealth managers and supervisors in a convenient and timely manner. Short periodic emails and supporting activities were developed with your busy schedule in mind. As you work to build and maintain your team, the topics in this series will help you enhance your skills as a manager, supervisor and coach.

There are 13 communications in the series, distributed approximately once a month. Each message covers a unique coaching topic and will take about 15 minutes to read initially, but will contain content that you will want to come back to as you seek to integrate these skills into your day-to-day interactions. Most emails will provide additional opportunities to interact with the topic, including job aids, worksheets, knowledge checks, discussion groups, and panel discussions. The emails are synchronized with the performance management cycle bringing you the applicable information at the key point it is needed during the review. Your participation is recommended to gain the most value from the series.

Tools to apply to your job

- Develop constructive two-way communication with the people you supervise to lead to improved performance and follow-through

Format

Virtual Learning Series: Periodic emails sent to all Executive Department managers.

**Course
Description**

Workforce Analytics

This introductory course in analytics explores Commonwealth data sources, focusing on Human Resources (HR) data. Participants learn how to request data that will answer target questions, transform data using analytics techniques, and to present information to support decision-making. The value of visual representations of information is demonstrated in a series of graphs and charts.

Learning objectives

- Understand, identify, and select sources of workforce data
- Understand how analytics help make better informed workforce decisions, especially as they relate to workforce and succession planning
- Identify resources to further assist with using analytics

Tools to apply to your job

- Acquire, analyze, and present workforce data to aid decision-making

Audience

HR and Finance professionals involved in data analysis and strategic planning.

Format

Classroom, 6 hours.

Access

Register in PACE. Use the keyword “analytics” in the search box in the PACE Course Catalog.

Course Description

Business Process Redesign

Are you seeking proven methods to improve business processes? In a hands-on workshop format we will analyze “As-Is” processes and design “To-Be” processes, taking into consideration change management. An introduction to business process modeling notation and an accompanying framework of process analysis will help you facilitate workgroups addressing efficiency concerns including adapting to emerging information technologies. This course is applicable for those involved with both large-scale redesign efforts and small-scale process improvements.

Learning objectives

- Define business process redesign and its benefits
- Document As-Is process models
- Design To-Be process models
- Assess the benefits of implementing the To-Be process
- Prepare for a business process redesign workshop
- Implement strategies to overcome business process redesign challenges

Tools to apply to your job

- Initiate a business process redesign effort in your work unit
- Participate in a business process redesign workgroup
- Train colleagues in the principles and practices of business process redesign

Audience

HR, Planning, and Operations professionals.

Format

Classroom, 6.5 hours.

Access

Register in PACE. Use the keyword “bpr” in the search box in the PACE Course Catalog.

**Course
Description**

Strategic Workforce Planning and Succession Planning

This workshop enables you to develop strategies for managing the workforce as we are impacted by economic and demographic trends. The Commonwealth workforce will transform in coming years as a large number of employees are expected to retire. The course provides Senior Human Resources (HR) Professionals with a basic understanding of workforce planning (i.e., a process to align priorities of the organization with workforce needs) and succession planning (i.e., a process for identifying and developing internal resources to fill key positions).

Learning objectives

- Define workforce planning and succession planning
- Explain workforce planning and succession planning key concepts and related activities
- Demonstrate ability to apply methods and tools to proactively design and implement successful workforce and succession planning initiatives
- Collaborate with Agencies and Departments to support strategic workforce planning and succession planning activities

Tools to apply to your job

- Participate in developing strategies and action plans to address workforce planning issues

Audience

Senior HR professionals and HR Business Partners.

Format

Classroom, 12 hours.

Access

Register in PACE. Use the keyword “succession” in the search box in the PACE Course Catalog.

**Course
Description**

Becoming a Human Resources Business Partner

Becoming a Human Resources Business Partner (HRBP) involves moving toward a more strategic role collaborating with Agency management. This workshop describes how the HRBPs will work closely with other managers to assure that strategic needs for human resources are satisfied, and that the day-to-day business of HR is successfully accomplished. HRBPs explore functional and competency dimensions of the role in the workshop. The HRBPs consider their own skill sets and seek to build on strengths and close any gaps.

Learning objectives

- Explain the purpose for the creation/expansion of the HR Business Partner role
- Articulate and demonstrate the key competencies, skills and responsibilities of the HR Business Partner
- Identify other roles the HR Business Partner collaborates with and when
- List key considerations for success in the HRBP role
- Locate resources needed to assist with the HRBP role

Tools to apply to your job

- Develop your role as an HR Business Partner

Audience

Senior HR Professionals as identified by the Secretariat HR Director and/or Agency Head/designee.

Format

Classroom, 6 hours.

Access

Participation in this course is by designation of the Secretariat HR Director and/or Agency Head/designee.

**Course
Description**

***Leadership Development Program for Senior
Management***

Executive leaders will be informed and engaged by guest speakers and discussions with their colleagues in a special program on Leadership Development. Fostering innovative performance, improving leadership effectiveness, promoting diversity and inclusion, and inspiring a shared vision form the key themes to be explored. The Leadership Development Program will build shared understanding of challenges faced by executive leaders and will potentially expand personal networks for mutual support.

Learning objectives

- Articulate the components of Leadership Excellence
- Differentiate between leading and managing
- Improve effectiveness of leading their teams
- Inspire a shared sense of vision
- Demonstrate innovation in the public sector
- Explore strategies that will foster an environment that embraces diversity and inclusion

Tools to apply to your job

- Inspire others to perform more effectively

Audience

Senior leaders.

Format

Two-day workshop.

Access

Participation in this workshop is by Agency designation only.

Scheduling Information

The Workforce Enhancement Program courses are available in PACE.

To access eLearning courses

1. Login to PACE.
2. Visit the Student Learning Center > Course Catalog.
3. Search for a course by a word in the title or use the keywords in the course descriptions.
4. The two eLearning courses will display as links followed by “(Online)”. Select the desired link to begin the course. Select Take Course so it will appear in your Transcript.
 - Project Management for Non Project Managers
 - Problem Solving Strategies

To access Instructor-led Courses

1. Login to PACE.
2. Visit the Student Learning Center > Course Catalog.
3. Search for a course by a word in the title or use the keywords ‘in the course descriptions.
4. The course titles will display followed by the notation “(Classroom)”.
5. Select the Information icon  to the left of the title to view available offerings.
6. Identify your desired offering and then select the Enroll link.

Note: Three offerings will not be shown in PACE

- Coaching, Evaluating, and Delivering Constructive Feedback (provided via email to managers in FY13 and supervisors in FY 14)
- Becoming a Human Resources Business Partner (participation by designation)
- Leadership Development Program for Senior Management (participation by designation)